

15 April 2003

## MEMORANDUM

From: Commanding Officer

To: All Hands

Subj: COMMAND PHILOSOPHY AND STANDARDS

1. The purpose of this memorandum is to provide every Red Griffin my thoughts on command standards, principles, and to provide clear guidance with regard to my expectations. It is my honor and privilege to serve as your commanding officer.

2. Who we are.

- Combat proven war fighters
- Ready to execute all assigned missions with quiet professionalism and lethality
- Consummate warriors, putting fused weapons on target every time
- Good stewards, maintaining the highest material standards in the wing
- Committed and dedicated to the professional development of all hands

3. What we do. Our mission is to provide Commander, Carrier Air Wing TWO the highest possible combat readiness as we continue to fight the war on terrorism.

4. My Guiding Principles.

A. This command promises *respect, clear guidance, meaningful work, tools and training to accomplish work assigned, recognition for a job well done, and opportunity for personal and professional growth.* We will accomplish this with three guiding principles: *Teamwork, Professionalism and Navy Values.*

Teamwork. *People are our greatest resource.* We will not excel in combat without commitment by each and every member of the team. Personal integrity will be the cornerstone and the means of strengthening a team that is second to none. The Red Griffins will also be committed to serving the *Broadsword Team.* We will be devoted to serving one another, never letting our shipmates down. We will extend this commitment to the families of each and every sailor. Taking care of Red Griffin Families will be a command priority.

Professionalism. Everything we do must work toward the goal of winning in battle. *Excellence in combat* can only be achieved through professionalism in all we do. "Maintenance Professionalism" will enable operational success. "Administrative and Safety Professionalism" will ensure our commitment to the sailor, our most valuable resource. *Quiet professionalism* will be the hallmark of this command.

Navy Values. *Honor, Courage, Commitment,* is the foundation of our Naval Heritage. Integrity is not negotiable. I operate on trust and confidence; I commit resources and risk the lives of our sailors based on that trust. As we continue to serve our country we honor those who have valiantly gone before us. We are part of a proud naval tradition. *Honor* in particular is paramount to our service. *Personal integrity is the fiber of our great nation.* Our success depends on it. *Courage* is what separates us from the weak and faint at heart. We will persevere during the most challenging and difficult situations. *Commitment* is key to mission success. This command will be committed to the honorable service and the values that make us the great command we are today.

5. My expectations and standards.

Commanding Officer: Decisiveness in command, offering clear and concise strategic direction to meet our mission and the Navy's.

Executive Officer: To act in the CO's stead, when he is absent. To act as an operational advisor and direct the squadron's daily administration. To meet routine deadlines and ensure proper manning, development, and evaluation of our personnel. To enforce standards and maintain discipline. To manage retention programs.

Command Master Chief: To advise the CO and XO, and act in their absence in matters encompassing the well being or development of enlisted personnel. To provide liaison with the Command Ombudsman and enlisted family members. To enforce standards and maintain discipline. To monitor retention and advise the XO. Manage the command Mentorship Program.

Department Heads: To lead their departments, planning in advance to meet tactical mission requirements. To offer courses of action when faced with a command decision. To think ahead, act in the best interest of the command, and develop subordinates. To always present their personnel with a role model to emulate and, above all, empower juniors to make decisions. To monitor departmental qualifications, manning, and readiness using prudent risk management.

Officers, Chiefs, and Red Griffin personnel: Strive to always achieve, and maintain, the highest standards. Maintain your physical readiness and appearance. Take charge of your own career. Be prepared to step into your immediate supervisor's, division officer's, or department head's role. Leaders set the example and accept responsibility and enforce standards. Use the chain of command and delegate authority and responsibility to the lowest level capable of executing the mission. Then, be accountable for performance. In using the chain of command, we will build teamwork, loyalty, and confidence in each other. When two or more individuals are present at an activity, the senior man will take charge. The person in charge is wholly responsible for the activities, safety, accomplishment, and appearance, etc of all in his charge. Be accountable for your actions at home and abroad. Remember, you are ambassadors for our great nation.

6. Communication. Leaders must ensure their intent is understood at the lowest levels. Encourage dialogue and debate. Disagreement is not disrespect. Leaders who keep their subordinates informed and who encourage them to express their opinions will find greater loyalty and support.

7. Finally, It is important to take the time to reflect on our purpose and where we are going, set goals, and assess our performance. I will establish priorities, based on our mission and my assessment of what is most important. Each leader must do the same. My goal is to work smarter, not harder, with the mission always in mind.

S. M. KELLY